

**NEW MEXICO FEDERAL EXECUTIVE BOARD
AND
UNIVERSITY OF NEW MEXICO - CONTINUING EDUCATION
PRESENTS**

Leadership Development Programs

The New Mexico Federal Executive Board (NMFEB) has recognized and acknowledged the importance for Leadership Development, and is at the forefront of this new era of local "Leadership Training". We are proud to announce the two new Tier Leadership Programs, which have been designed and developed with the University of New Mexico (UNM) based on our recommendation of the OPM Competencies Model. To lock in your enrollment you may want to consider obligating 2011 funds for this training.

New Leadership Development Program (Tier 1) will be offered February 6 - April 10, 2012, Middle Leadership Program will be offered April 17 – June 26, 2012 In addition the Office of Personnel Management, Western Development Center will offer the New Mexico Leadership Development Program (Tier 3) starting in July of 2012.

All employees from a GS -7 thru GS - 14 will have an opportunity to apply to one of the tiers. We recognize that it is a tier approach; however there are many employees who are ready for the middle tier without having to attend the first tier, so don't let this stop you from attending. The key here is to ensure that everyone has an opportunity, and if those who start at Tier 1 decide to attend Tier 2, then for them that will be fine.

We all recognize across Federal, State and Local Governments that we're faced with dual challenges of limited budgets, yet with the growing demand to ensure that succession planning and development of new leaders continues. This 3- Tier approach to leadership development will benefit the community by having it offered locally, cutting travel and tuition costs. Our goal is to assist agency leaders, supervisors, and managers with programs that are effective and efficient, so they may meet the succession planning needs. "Training" as we know will now be viewed as an investment versus a cost. This Leadership approach will help address workplace concerns from employees who have not had opportunities to attend leadership training, as well as promote best practices that will allow for cross-pollination across agencies. These are opportunities to **pool experience and resources**, and to accomplish great savings to the government.

New Leadership - Tier 1

Program Description: This 32-hour leadership program will give federal employees the opportunity to discover their own leadership and communication styles and how these impact their interpersonal relationships with other federal employees. All modules in this program will be presented in 4-hour blocks. In addition to the 32-hour program, participants will receive two required 40-minute individual coaching sessions via telephone.

Target Audience: This leadership program is designed for federal employees (GS 7-9) who are new leaders in their agencies as well as for those who aspire to become leaders in the near future.

Instructors: University of New Mexico Continuing Education Master Trainers.

Module 1: Program Introduction - February 6, 2012, 1 – 5 pm

Objectives:

- Introduction to the New Leadership Development Program, Tier 1: schedule, logistics and expectations.
- Describe what you already know about leadership: personal experiences.
- Learn what the research says about leadership in the federal government.

Competencies Addressed: *continuous learning, interpersonal skills*

Module 2: Leadership of Self Basics - February 7, 2012, 8 – 12 pm

Objectives:

- Explore the importance of understanding one's own behavior and preferences before trying to understand and lead others.
- Learn about your own personality as it relates to leadership (Myers-Briggs Type Indicator-MBTI).
- Discover the ways in which your personality supports and detracts from excellence as a leader.
- Prepare for coaching.

Competencies Addressed: *continuous learning, interpersonal skills, external awareness, influencing/negotiating, flexibility*

Module 3: Effective Communication - February 27, 2012, 1 – 5 pm

Objectives:

- Learn the basics of good communication skills and how they fit with your style of communication.
- Learn tricks and tips for effective communication with coworkers, both orally and in the written word, including e-mail.
- Explore the ways feedback is connected to team performance and mutual respect.
- Learn the difference between constructive and damaging feedback.
- In a peer group environment, practice giving and receiving constructive feedback.
- Begin developing a communication plan for your team.

Competencies Addressed: *continuous learning, external awareness, interpersonal skills, influencing/negotiating, flexibility*

Module 4: Managing Conflict - February 28, 2012, 8 – 12 pm

Objectives:

- Explore the ways in which conflict can actually be helpful.
- Learn why everyone on a team must take ownership for conflict within that team.
- Learn to address and manage conflicts in an appropriate and realistic manner.
- Examine the ways in which your behavior may inadvertently contribute to conflict.
- Add to the communication plan (started in Module 3) for your team.

Competencies Addressed: *flexibility, interpersonal skills, continuous learning, influencing/negotiating, flexibility, external awareness*

Module 5: Developing a Communication Plan for your Team - March 19, 2012, 1 – 5 pm

Objectives:

- Complete the steps required for developing a Communication Plan for your team using the provided Communication Plan Template.
- Present your plan to the class and receive feedback.

Competencies Addressed: *continuous learning, flexibility, interpersonal skills, influencing*

Module 6: Cultural Transformation - March 20, 2012, 8 – 12 pm

Objectives:

- Define cultural transformation and explain why it is important.
- Explore personal scenarios related to cultural transformation.
- Learn how generational differences affect cultural transformation.
- Demonstrate the power of diverse thinking using the MBTI.
- Develop resilience to enhance your leadership skills.

Competencies Addressed: *flexibility, interpersonal skills, continuous learning, influencing/negotiating, flexibility, external awareness*

Module 7: Team Building - April 9, 2012, 1 – 5 pm

Objectives:

- Learn facilitation techniques that foster collaboration.
- Learn proven methods to build a cohesive and productive team.
- Explore how diversity impacts group interaction.

Competencies Addressed: *interpersonal skills, continuous learning, flexibility, external awareness*

Module 8: Integrity and Ethics in the Workplace - April 10, 2012, 8 – 12 pm

Objectives:

- Explore the relationship between integrity & ethics.
- Identify the values evident in effective leaders.
- Identify any personal adjustments needed in order to work effectively within the ethical structure of your workplace.

Competencies Addressed: *continuous learning, influencing/negotiating, external awareness*

Cost: \$1,250 per person

Middle Leadership Program – Tier 2

Program Description: This 56-hour leadership program will examine issues facing today's leaders in federal agencies. Federal leaders will learn how to successfully work with colleagues and employees in a wide variety of situations. All modules in this program will be presented in 8-hour blocks. In addition to the 56-hour program, participants will receive four required 40-minute individual coaching sessions via telephone.

Target Audience: This leadership program is designed for federal employees (GS 11-12).

Instructors: University of New Mexico Continuing Education Master Trainers.

Module 1: Program Introduction & Crucial Conversations - April 17, 2010, 8 – 5 pm

Objectives:

- Introduction to the Leadership Program, Tier 2: schedule, logistics and expectations.
- Complete the Leadership Assessment & prepare for coaching.
- Identify and discuss some of the most crucial issues facing leaders in today's work environments.

Competencies Addressed: *continuous learning, interpersonal skills.*

Module 2: Leadership of Self, Advanced - April 18, 2010, 8 – 5 pm

Objectives:

- Integrate the information from the following instruments:
 - MBTI
 - Emotional Intelligence Inventory
 - Leadership Inventory
- Prepare for coaching.
- Write a Leadership Development Plan (LDP).

Competencies Addressed: Continual learning, flexibility, resilience, interpersonal skills, integrity/honesty, team building.

Module 3: Effective Communication, Advanced – May 8, 2012, 8 – 5 pm

Objectives:

- Learn and practice facilitating conversations and meetings.
- Practice receiving feedback in order to model effective behavior.
- Learn and practice influencing and negotiating skills.
- Learn the role of a mentor, how to select and make agreements with your mentor.

Competencies Addressed: Continual learning, flexibility, influencing/negotiating, interpersonal skills, team building, accountability, decisiveness.

Module 4: Creative Problem-Solving: Critical Thinking & Decision-Making – May 9, 2012, 8 – 5 pm

Objectives:

- Identify your problem-solving approach and its strengths and weaknesses.
- Explore the cognitive biases common to all humans and the ways they affect our thinking and problem-solving, critical thinking and decision-making.
- Learn the importance of decisiveness and technical credibility.
- Learn techniques for improving your problem-solving and decision-making skills.

Competencies Addressed: Continual learning, interpersonal skills, integrity/honesty, accountability, decisiveness.

Module 5: Managing Change in a Changing Environment – June 5, 2012, 8 – 5 pm

Objectives:

- Learn the different ways organizational change affects people, including a discussion of generational differences.
- Help employees understand the impacts of change on their work, their families, and their health. For example, effectively manage “teleworking.”
- Learn ways that are truthful and genuine to explain organizational change.
- Learn how to support employees to accept organizational change.

Competencies Addressed: Continual learning, flexibility, resilience, influencing/negotiating, interpersonal skills, integrity/honesty, team building, accountability.

Module 6: Customer Relations Management - June 6, 2012, 8 – 5 pm

Objectives:

- Develop a sound definition of excellent customer service and identify the ways it aligns with your agency's customer service goals.
- Identify the benefits of excellent of customer service.
- Identify the barriers to excellent customer service; what prevents employees from developing a commitment to customer service?
- Explore ways to overcome personal/organizational obstacles to customer service.
- Develop an operational plan that aligns with your agency's customer service goal.

Competencies Addressed: Continual learning, flexibility, resilience, influencing/negotiating, interpersonal skills, integrity/honesty, accountability.

Module 7: Building a Collaborative Workplace- June 26, 2012, 8 – 5 pm

Objectives:

- Learn the importance of collaboration--when it is needed and when it is not.
- Link the values of the business to collaboration.
- Learn principles necessary for building a collaborative workplace.
- Design and support a workplace of collaboration.

Competencies Addressed: Continual learning, flexibility, interpersonal skills, team building.

Cost: \$2,490 per person

Questions contact John Kwait at John_Kwait@fws.gov or 505-248-6415